Bristol Temple Meads
Strategic Group Meeting

[redacted]

15th September 2017

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Contents

- Activity since the last meeting
- Feedback to date – key themes
- Outline programme (for discussion)
- Focus on Station Masterplan progression to GRIP 2
- Next Steps

Activities since Arup appointment

Engaged stakeholders from across the board including

- BCC, HCA, NR, WECA
- DCLG, BIES, IPA
- (DfT and University)

Focus of discussions included

- Understanding how to maximise chances of making an impact in competitive bidding process (HIF / Housing Deal)
- Understanding positions and opinions related to TM, funding routes and infra-housing link

Co-edited draft HIF bid for Bristol Temple Meads with BCC to WECA

- Developing a narrative of TM focused around local and regional impact on housing and economic growth
- Outlining detail of funding asks and housing additionality

Gathered evidence and literature including

- Station studies
- Planning documents (Joint Spatial Plan, Bristol TQ Spatial Framework, SHMA, etc.)

Feedback to date – key themes

Consensus that …

- ✓ TMQ is a transformative project for the West of England and that any intervention should be ambitious
- ✓ Increased housing focus
- ✓ Partnership needed b/t landowners
- ✓ Focus on HIF, Housing Deal and CP6 funding – combined with private funding
- ✓ Innovative delivery/funding model will be required

Challenges

- o Risk of competing objectives
- o Best approach to having a successful HIF & other funding processes – VfM
- o Approach to reviewing current EZ planning policies and land use
- o Catchment area for housing development may need expansion (e.g. industrial land / density)
- o Short timescales for HIF vs longer timescales for CP6

Ultimately this is a competitive process

Outline programme (for discussion)

Narrative

- Need for all stakeholders to agree and commit to a shared **narrative** of TMQ

Analysis

- Identify which infrastructure components directly link to housing delivery
- Identify housing potential under current planning conditions

Additionality

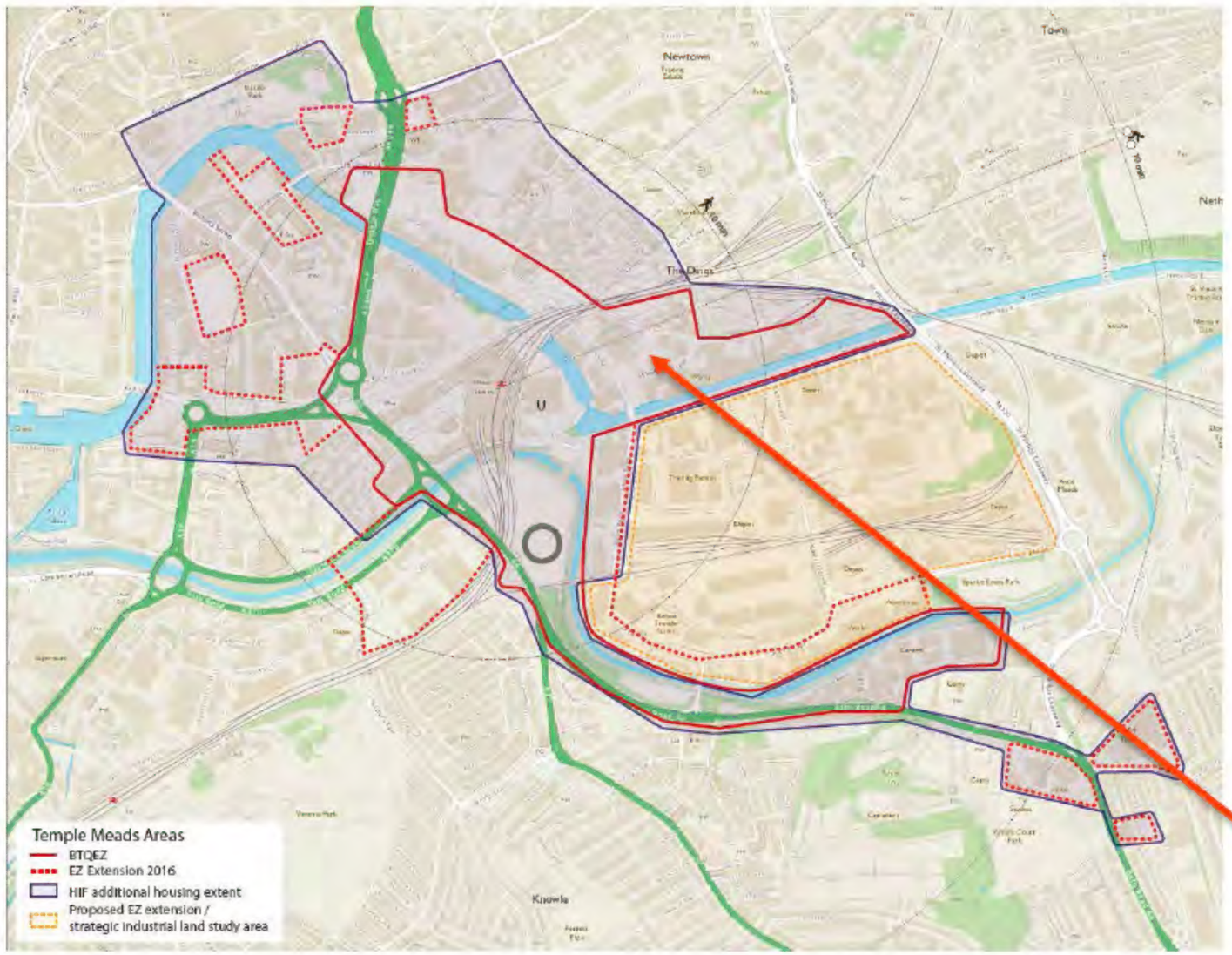
- How to get more out of the current conditions
- Challenge inputs and identify further opportunities for housing delivery
- Identify next steps to support this aspiration

Innovative delivery strategy

- What delivery mechanisms would make BTM bid stand out?

2. Analysis – what our current approach allows

Identify which infrastructure components directly link to housing delivery
Identify housing potential under current planning conditions



Infrastructure identified to unlock housing includes:

- Station "permeability"
- Land assembly
- Enabling site infrastructure
- Parking rationalisation to release land

With no material change to current planning framework

- c4,000 additional housing in vicinity of station

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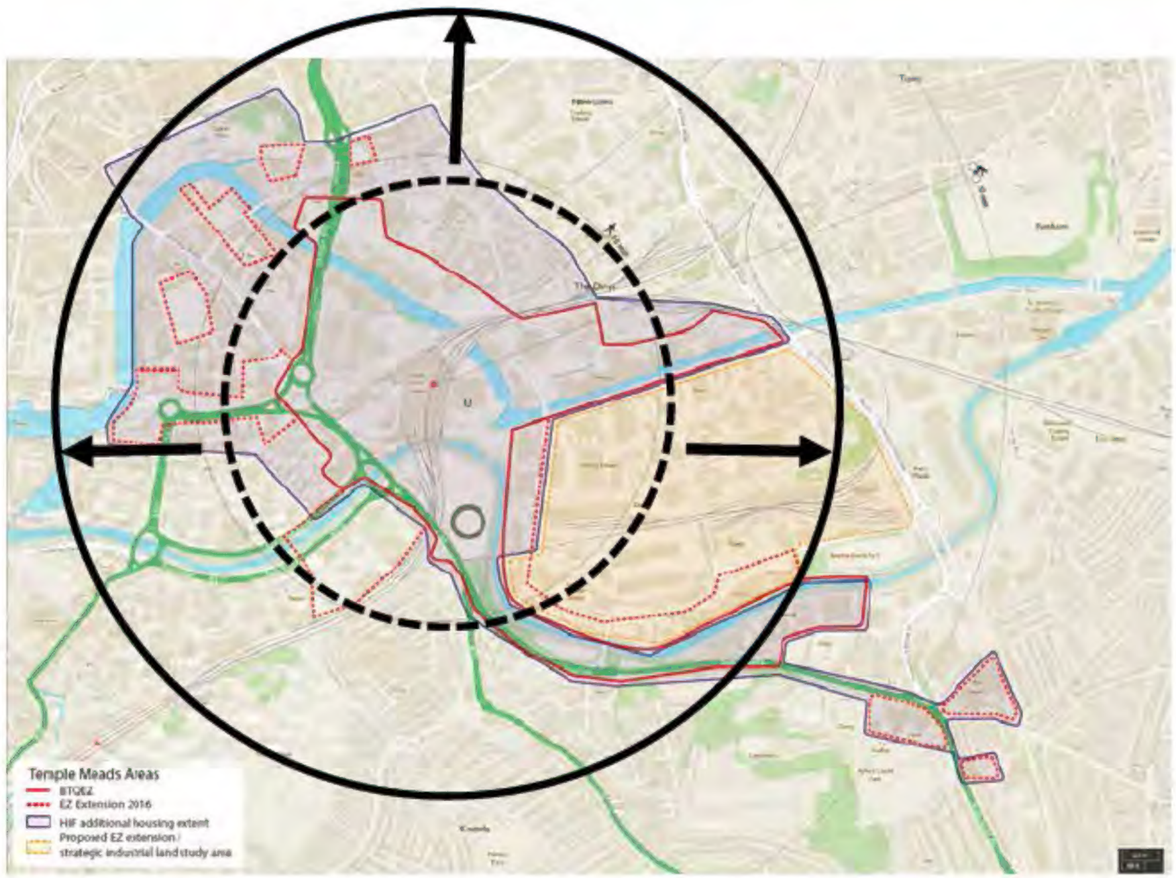
3. Maximise additionality - principles

Increased accessibility = enhanced viability over a larger area

More development unlocked ⇔ Optimised housing impact of station masterplan



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4. Analysis – further work required

What is needed to progress to the next stage?

- Progress NR masterplan to GRIP 2 and beyond to secure funding for station projects
- Clarify relationships between infrastructure, station enhancements and development capacity to build business case
- Identification of relevant funding streams and opportunities
- Understand what is needed to maximise future transport capacity and housing development

Infrastructure will need to be differentiated by funding sources and outcomes

- Infrastructure required will deliver different outcomes supported by different funding streams
- Outcomes include
  1. To support development (housing and commercial) in BTMEZ
  2. To deliver a station able meet existing passenger demand
  3. To provide public transport capacity needed to accommodate future passenger demand and planned growth throughout Bristol and WECA

What is the station's current status?

- 2013 – Network Rail commissioned Alan Baxter to prepare a station masterplan. Key components:
  - New public street providing pedestrian through-fare across the site
  - Restoration of Midland Shed building for IEP Trains with two new platforms (London service)
  - New Northern Entrance
- c£250m capital investment required (2013/14 prices)
- Understood plans not progressed since report was completed in 2014. Understood that NR plan to revisit masterplan and cost estimations
- No clarity on funding – CP6 enhancements programme yet to be confirmed

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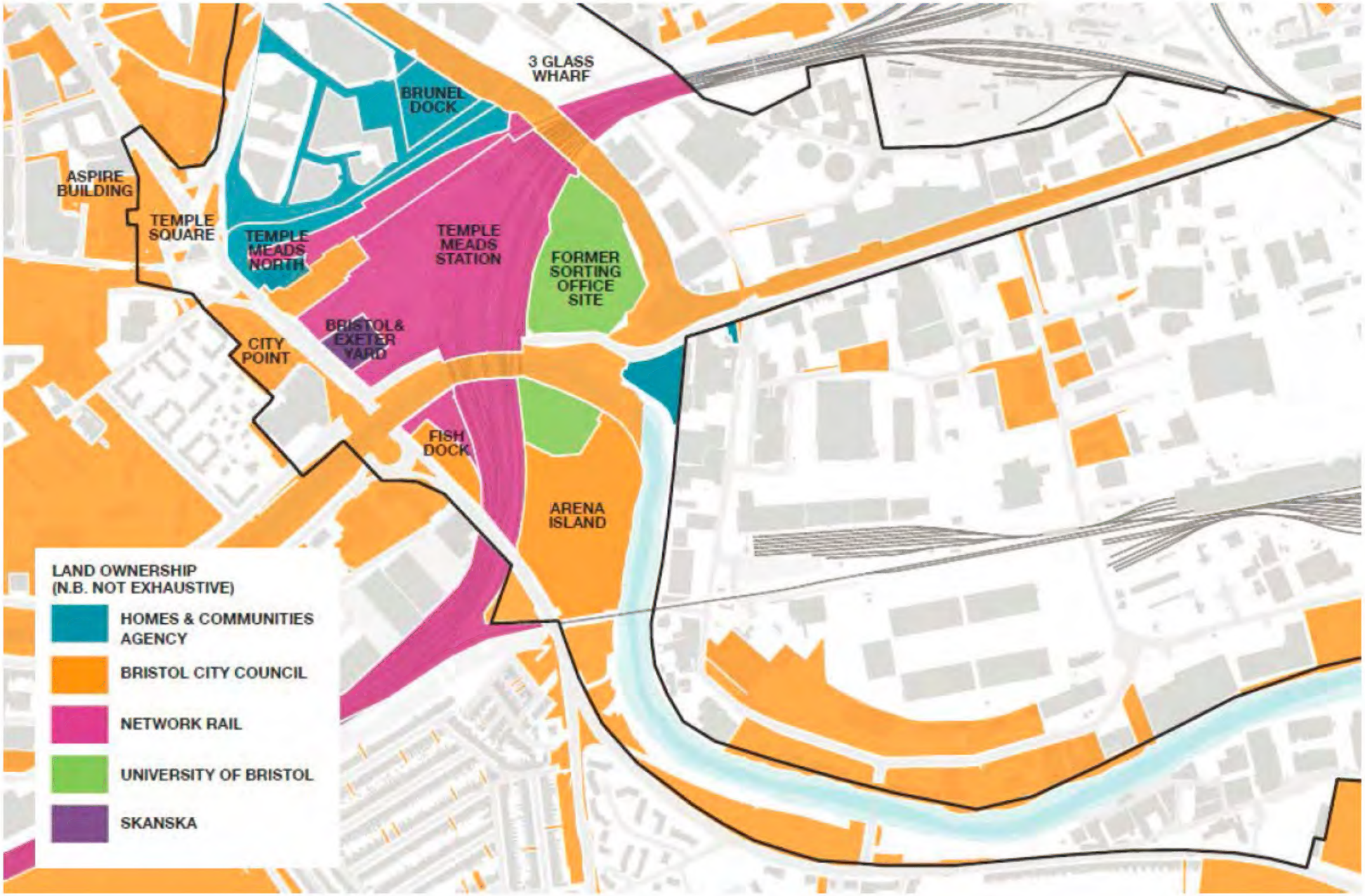
Local station plan and land ownership



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Developing plans for the station and wider area

The HIF/Housing Deal timescale is driving an accelerated need to progress Station Design to GRIP Stage 2/3.

There are two lenses for the work:

- Design necessary to deliver Network Rail operational goals.
- Design necessary to maximise housing outcomes.

- **Stage 1:** Explore principles of existing scheme, test for refinement/relevance given current CP6 steer.
- **Stage 2:** Re-design to maximise housing outputs (consider through routes, access points/ entrances, destination elements (e.g. retail) and footfall locations.
- **Stage 3:** Design for operational enhancement.
- **Stage 4:** Optimise full scheme options for beneficial operational and development outcomes.
- **Stage 5:** Determine order of costs and define and distinguish CP6 vs HIF spend items.
- **Stage 6:** Consider delivery models, including private finance & delivery of rail &/or development infrastructure.

Stage 1: Principles of existing scheme and testing

Key elements of the work:

1. **Review of the existing NR masterplan** and other relevant documents including the Spatial Framework and HCA Asset Delivery Plan.

2. **Mapping of key infrastructure investments and outcomes** to identify which known interventions are needed to deliver which outcomes (housing, wider development, transport improvements).

3. Review evidence (where available) on the **contribution to development and transport outcomes.**

4. Consolidating data and baseline in terms of **land ownership, key factors and constraints** such as heritage issues etc.

Stage 2: Re-design existing scheme through a housing lens

Work to include consideration of….

Place-making within Bristol Temple Meads

- Location and access to entrances and exits (paid and public)
- Permeability (pedestrian, cycling and vehicular) across the Temple Meads site (including links to the Bristol University site, Arena site and wider area)
- Consideration of footfall within existing and redesigned station pre and post-development

- ***Exploration of a full range of options to improve permeability across the area including the 'new public street' plus other connections, routes and bridges which could provide both temporary and permanent solutions to access key development sites***

- The relationship between the station area, its boundaries and the wider area including onward pedestrian and cycling connections to the City Centre
- Commercial aspects of the design including the potential to provide other uses in and around the station to create an improved sense of place
- Heritage issues with regard to the station, ramp and surrounding area

Creating an integrated transport interchange

- Identification of investment needed to deliver a comprehensive transport interchange with local bus services and local / regional rail services
- Car parking and options to consolidate surface parking to make land available for development

Delivery approach and phasing

- Identification of **further land and assets** which could be redeveloped within close proximity to the station.
- Land ownership and existing planning consents

- ***Potential phasing of infrastructure required to unlock key sites within an overarching delivery programme***

Stage 3: Further development of works required for operational enhancements

Work to include consideration of…

The station and transport interchange

- Current passenger projections and future growth (taking into account anticipated housing growth around BTM and beyond) and a refresh of existing baseline and assumptions
- ***New gate lines required to increase passenger capacity***
- ***Bristol East Junction remodelling***
- Existing and potential future entrances to the station (paid and unpaid) to provide better connectivity to the eastern side of the station and the City Centre
- ***Options for a new station concourse and access along with the proposed new public street (to be considered in light of stage 2)***
- Provision of additional platforms to accommodate increased London service and MetroWest
- ***Removal of the signal box and associated works***
- Other measures required to accommodate growth planned within the JSP / JTS
- Improvements to the bus and wider transport interchange (including local and regional rail, walking and cycling)
- Commercial opportunities to open up new spaces within the station

Place making

- New and improved public realm and civic spaces
- Additional investments needed to release capacity for MetroWest
- Consideration of transport interchange options (pedestrians, cycling, bus, taxis, car parking)
- Heritage issues related to the station and wider area (underpinning all elements of the study)
- Car parking options and potential for consolidation
- Meanwhile uses during the delivery programme

Delivery approach and phasing

- Short, medium and long term opportunities for improved connectivity
- ***Delivery plan and phasing approach to align with wider development plans***

Stages 4 and 5: Optimise full scheme options and distinguish spend items

- **Stage 4 : Optimise full scheme options for beneficial operational and development outcomes**

Stage 4: Key elements of the work:
• Bringing together the findings of stages 2 and 3 to identify the overall optimal solution (taking into account both transport and development priorities) • Undertake a high level assessment of the costs and benefits of each option to inform identification of preferred option(s) • Preparation of detail business cases for the preferred option elements of the scheme

- **Stage 5 : Determine the order of costs and define and differentiate between CP6 vs HIF spend items**

Stage 5: Key elements of the work:
• Running in parallel with previous stages, determine cost estimates for each of the preferred interventions • Informed by business cases, identify most suitable funding streams for each of the spend items • *Some of this work will need to run in parallel to previous stages to ensure sufficient cost information to support the HIF business case process*

Stage 6 : Consider delivery models and finance of rail and or development infrastructure

Key elements of the work:

Delivery models

- Develop a long list of potential delivery models and agree parameters for assessment with the client group
- Models will be considered for both the delivery of the rail and station related infrastructure (NR lead) and the delivery of development within BTM and the wider area (to include consideration of procurement options, joint-venture etc)
- Consideration to be given to planning powers, legal structure, cost, risk, resourcing and accountability to assess which option is the most fit for purpose
- To include a potential range of options and hybrid solutions as well as consideration of timing and phasing

Funding and financing

- Consider a range of potential funding options to include public and private sources of funding to include the following:
    - Public sector grant funding (via the HIF, CP6 and other sources)
    - Devolved transport funding
    - Enterprise Zone business rates income
    - Land / development income
    - Developer contributions
    - Pension fund and equity investment
- Develop a funding model to consider the potential to utilise value capture methods to support investment in infrastructure

Timetable

2017

The next 3-6 months will be critical

- Develop overarching narrative
- Establish joint working team
- **Commission work to GRIP 2 and beyond**
- Align work with CP6 and HIF funding opportunities
- HIF deadline for detailed business case submission in Spring 2018
- Agree delivery models and mechanisms for BTM
- Secure Housing Deal
- Submit University Planning Application

2018

The next 12 months

- Commencement of GRIP 3 works
- **Planning frameworks in place for increased housing delivery**
- **Commence planning consents process**
- Commencement of delivery of early infrastructure
- **CP6 Outcome negotiated**

2019 onwards

2019 onwards

- Completion of GRIP 3 work and beyond
- Obtain planning consents
- **Commence delivery of works to the station**
- **Complete infrastructure required to unlock housing delivery**
- **Start on site on key initial housing sites**
- Progress development of key sites and work with partners to bring others forward

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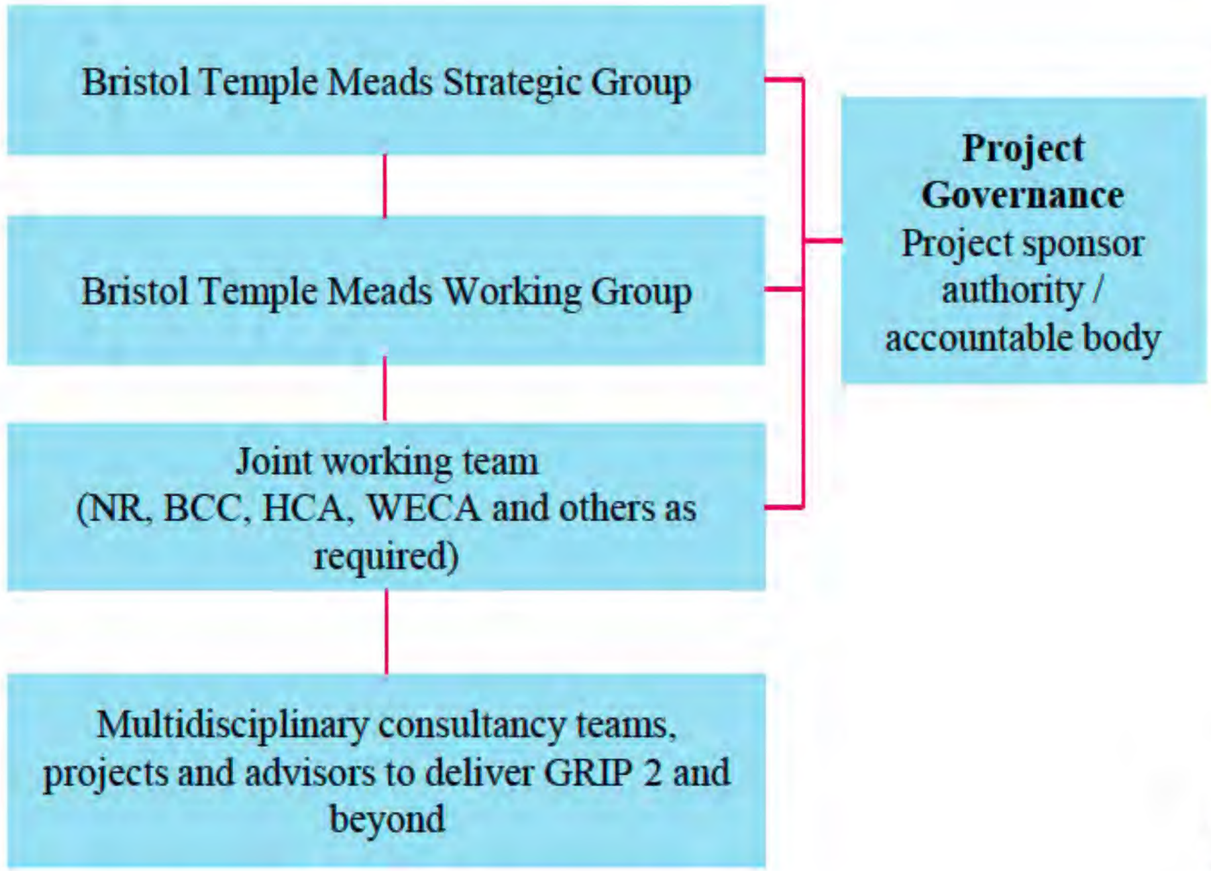
Programme and project governance and resourcing

Proposed programme and project governance



Proposed approach

- The programme overall should report to the Bristol Temple Meads Strategic Group
- The joint working team would mange the consultancy team and should report to the BTM Working Group and Strategic Group
- The Strategic Group would have sign off on outputs from the working team and consultancy teams
- As projects are progressed individual project governance arrangements will need to be agreed based on the delivery model, funding and the relevant project sponsor / accountable body

- Multidisciplinary team to deliver:
  - GRIP work
  - Integrated project management team and stakeholder relations
  - Planning (town planning and transport planning)
  - Engineering
  - Property
  - Heritage
  - Urban design and architecture

Indicative resourcing requirement

- £3m to deliver works required to reach GRIP 2 stage
- £1m to fund joint working team to manage the overall programme and work
- £500k to obtain relevant planning consents

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Proposed next steps

1. Agree management and governance
2. Agree the outline scope, programme and consider indicative resourcing requirement
3. Run interlocking programmes for HIF, Housing Deal and CP6
4. Agree design procurement route – *HCA vs NR*
5. Agree overall programme resourcing – *Joint Client Team*
6. Progress Planning Policy and Applications processes for TMQ (incl. Station, University & immediate development sites)

Appendix 1
Meeting Network Rail's GRIP process requirements

Guide to Rail Investment Process (GRIP)

Initiate		Choose Option		Design	Build		Close
1	2	3	4	5	6	7	8
Output Definition	Feasibility	Option Selection	Single Option Development	Detailed Design	Construction, Testing & Commission	Scheme Handback	Project Close Out

GRIP Stage 1
Output definition

AIM: Define the output for the project. For example, connect new terminal.

MAIN OUTPUT: Define the needs and requirements – the opportunity.

GRIP Stage 2
Feasibility

AIM: Define the scope of the investment and identify constraints. Confirm that the outputs can be economically delivered and aligned with network strategy.

MAIN OUTPUT: Identifying solutions in response to the requirements

GRIP Stage 3
Option selection

AIM: Develops options for addressing constraints. Assesses and selects the most appropriate option that delivers the stakeholders' requirements together with confirmation that the outputs can be economically delivered.

MAIN OUTPUT: Single option determined and stakeholder approval to option secured through Approval in Principle [AIP].

GRIP Stage 4
Single Option Development

AIM: Initiation of the development of the chosen single option.

MAIN OUTPUT: Reference / outline design

GRIP Stage 5
Detailed Design

AIM: Produces a complete, robust engineering design that underpins definitive cost / time / resource and risk estimates.

MAIN OUTPUT: Full design to which the project will be built

GRIP Stage 6
Construction, Test and Commission

AIM: Delivery to the specification and testing to confirm operation in accordance with design

MAIN OUTPUT: Project built, tested and commissioned into use.

GRIP Stage 7
Scheme Handback

AIM: Transfer asset responsibility from the project team to the operator and maintainer.

MAIN OUTPUT: Project handed over to operator and maintainer.

GRIP Stage 8
Project Closeout

AIM: Closeout in an orderly manner. Contractual accounts are settled and any contingencies or warranties are put into place. Assessment of benefits is carried out.

MAIN OUTPUT: Project formally closed out and project support systems formally closed.